

EASY E

CEF level A2

MEDIUM M

CEF levels B1-B2

ADVANCED A

CEF levels C1-C2

CEF: European Framework of Reference for Languages

INTRODUCTION**[1] Let's get started! E**

David Ingram: Welcome to *Business Spotlight Audio 3/2021*. I'm David Ingram from England.

Erin Perry: And I'm Erin Perry from the United States. We're glad you could join us! In this recording, you can listen to articles and interviews from the world of business English — and we have lots of exercises to help you to improve your language and communication skills.

Ingram: We'll hear from Bob Dignen about the importance of defining roles and responsibilities clearly. We'll practise the language of polite emails and provide you with tips for how to write them. And we'll hear views on the state of Britain today. As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

TRENDS**NAMES AND NEWS****[2] Introduction (I) E**

David Ingram: We'll begin with our Names and News section and a story about a Scot

who has taken over as the CEO of a Wall Street bank.

Erin Perry: Oh, what's his name, David?

Ingram: Her name, you mean, Erin. Jane Fraser has become the first female CEO of a top Wall Street Bank, in this case, Citigroup. Let's listen in and find out more.

Perry: A woman CEO at Citigroup? Excellent!

[3] The Scot at the top E

Jane Fraser has become the first female CEO of a top Wall Street bank. She is the new boss of Citigroup, which has more than 200,000 employees in almost 100 countries.

The 54-year-old Scot thinks being a woman has shaped her leadership style. "You are a bit different from [other] leaders," she told the *Financial Times*. "I've always enjoyed the fact that you can therefore play the game differently; you've almost got licence to have more degrees of freedom, and that's been fun." Although she is surprised at the publicity that her appointment has attracted, Fraser welcomes the focus on gender diversity: "I will use my seat as a woman to push it forward because I think it's good for business. ... It makes for a healthier culture."

Business Spotlight 3/2021, p. 7

appointment → Ernennung
CEO (chief executive officer)
→ Vorstandsvorsitzende(r)

gender diversity
→ Geschlechterdiversität
make for sth. → für etw. sorgen

[4] Introduction (II) E

Erin Perry: Our next story is about hair. David, let me just ask you: how much time do you spend thinking about the way your hair looks when you're at work?

David Ingram: To be honest, Erin, not a lot, really. **Perry:** I suspected as much. But for many black women, this is a really important issue, as we'll hear in our story about an organization that is trying to put an end to hair discrimination in the workplace. As you listen to our story, answer this question: which British consumer goods giant has signed up to the "Halo Code" to end hair discrimination? Ready? Listen now.

[5] Hair aware M

Many women of colour feel the need to straighten their hair in order to look "professional" at work, according to a survey by the Halo Collective. The organization has now created a code of conduct to end such hair discrimination.

"There is a widely held belief that black hairstyles are inappropriate, unattractive and unprofessional," Edwina Omokaro, one of the organizers of the Halo Collective, told *The Guardian*. "We've been suspended from school, held back in our careers and made to feel inferior by racist policies and attitudes."

Businesses and schools that follow the "Halo Code" promise to give the black community the "freedom and security to wear all afro-

hairstyles without restriction or judgement". Unilever, the British consumer goods giant, is one company following the code. "We know it's really important for people to be able to be themselves in the workplace," said Richard Sharp, vice president of human resources at Unilever UK & Ireland.

Ingram: OK? Did you get the answer to our question? Which British consumer goods giant has signed up to the "Halo Code" to end hair discrimination?

- The answer is Unilever. Listen again.
- "Unilever, the British consumer goods giant, is one company following the code."

Ingram: If you didn't get the answer the first time, go back and listen to the text again.

Business Spotlight 3/2021, p. 7

HEAD-TO-HEAD

Should the US have universal healthcare?

[6] Introduction E

Erin Perry: Welcome now to our debate section, in which *Business Spotlight* editor-in-chief Ian McMaster looks at the two sides of a current

code of conduct

- Verhaltenskodex

colour: person of ~

- Nichtweiße(r);

hier: Schwarze(r)

halo ► Heiligenschein;
Strahlenkranz

human resources

- Personalwesen

inappropriate ► unpassend

survey ► Umfrage

suspend sb. from sth.

- jmdn. vorübergehend von etw. ausschließen

controversy. The subject of our Head-to-Head debate in the latest issue of *Business Spotlight* is whether the US should have a system of universal healthcare — a very controversial topic indeed.

David Ingram: Yes, so let's hear more about this debate now.

[7] Interview: Ian McMaster **A**

Ian McMaster: Should the US have a system of universal healthcare? This question has been debated more or less non-stop in the US for decades, it seems, and the positions of the various protagonists are still as far apart as ever.

It's often hard for Europeans — who are typically used to the state running some form of universal health scheme, in which everyone has health coverage — to understand the US system, with its mainly employer-based health coverage. It's also hard to comprehend how millions of people can be left either without health insurance at all or with inadequate health insurance — that is, although they have some insurance, it doesn't cover the full cost of their health treatment, leaving individuals to pay often huge sums of money out of their own pockets.

Those who support a universal health scheme in the US argue not only that this is an issue of equity — that everybody *should* have adequate coverage — but also that it's a matter of efficiency. In other words, they argue that univer-

sal state schemes — such as those in the UK or Canada — are more efficient to administer than privately based health insurance.

The counterargument — one that is very strong in the US and also sometimes difficult for Europeans to understand — is that by having a universal and uniform health scheme, the state would be impinging on the freedom and individual rights of US citizens to decide on exactly the kind of health insurance they would like and believe is needed for them and their families. Indeed, I have experienced debates in the US at which any kind of public health provision was denounced as “socialism”.

Anyway, in the US, this is a heated debate, but I have a very clear view on this topic. On grounds of both equity and efficiency, universal health systems are superior. As in Germany and other countries, one can also allow people to take out additional private health insurance if they wish — for example, for dental treatment

argue that...

► argumentieren, dass ...

denounced: be - as sth.

► als etw. gebrandmarkt werden

dental ► Zahn-

equity ► Gleichheit

healthcare ► Gesundheitswesen, -versorgung

health coverage US

► Krankenversicherungsschutz

health insurance

► Krankenversicherung

health provision

► Gesundheitsvorsorge

impinge on sth.

► etw. beeinflussen

state scheme ► hier: gesetzliche Versicherung

take out insurance ► eine Versicherung abschließen

uniform ► einheitlich

— so that they can adapt their coverage to their personal wishes. That’s my view. But what do you think?

Business Spotlight 3/2021, pp. 10–11

UK SPECIAL

BRITAIN TODAY

[8] Introduction **E**

David Ingram: OK, let’s move on now to our UK Special in the latest issue of *Business Spotlight*. Britain has had a lot of negative publicity in recent years, with both Brexit and its management of the coronavirus crisis. We asked a number of *Business Spotlight* staff members for their impressions of Britain today. Let’s hear what they have to say.

[9] Interviews **M**

Maja Sirola: Hello, my name is Maja Sirola. I’m the managing editor of *Business Spotlight*. Originally from Croatia, I came to Britain as a teenager and went to school there. I’ve lived in London and Cambridge and still have friends there that I try to visit regularly. I love many things about Britain: the music, the literature, the sense of humour — and even the food!

One thing I did not like about Britain was Brexit and the divisions it caused within British society. Today, I feel that Britain is trying to

hang on to its glorious past when Britain used to “rule the waves”. I believe these times are long gone and will never come back. I hope that Britain will eventually find a way to see Europe as a friend and not as an enemy!

Melita Cameron-Wood: Hello, my name’s Melita and I work as an online editor at Spotlight Verlag. As you can probably tell, I’m not from Germany. I am actually from a small town on the south coast of England, called Eastbourne, which I believe is quite popular among German tourists when we don’t have a pandemic.

I’ve been living in Germany for almost three years now. I actually decided to move to Germany a while ago. I suppose it was 2016 when I made the decision. It was when the Brexit referendum results came out and I had just finished studying French and German at university and spent four years learning these two European languages. And I remember waking up on the morning of the referendum results and just being staggered at the decision that had been made. And it was pretty much then and

editor ▶ Redakteur(in)

eventually ▶ letztendlich

hang on to sth.

• an etw. festhalten

managing editor

• geschäftsführende(r) Redakteur(in), Chef(in) vom Dienst

pretty much ▶ in etwa

rule the waves

• die Weltmeere beherrschen

staggered ifml.

• fassungslos

tell sth.

• hier: etw. erkennen

there that I decided that I didn't see my future in the UK if the UK wasn't in the EU.

Despite the fact that I chose to leave the UK, that's not to say that I dislike it in any way. I actually am very fond of the UK, and when I think of it, I think of a variety of things that make me smile. I think of fish and chips on the beach in greasy paper. I think of windy days. There's a surprising lack of wind in Bavaria. I also think of eccentricity — you know, seeing mad things happen on a day-to-day basis, and no one batting an eyelid. And a willingness to laugh at yourself. I think that's quite a British quality. And, of course, there's the pub. I think that's got to be one of the things I miss the most — going down the pub, having a nice ale or whatever takes your fancy, I suppose. I do think the UK would do well to rethink its European strategy, and I am keeping my fingers crossed that there will be a day when the UK rejoins the EU and then I will definitely have a very big celebration.

Ian McMaster: Ian McMaster here, editor-in-chief of *Business Spotlight*. I'm originally from Britain but have lived in Germany for the last 31 years. People looking from outside who feel basically positively towards Britain in a lot of European countries really wonder what on earth is going on there. But I think we need to be careful not to paint too black a picture. Britain is still in many areas — including science and, increasing-

ly, the environment and environmental technology, as well as traditional areas such as culture, the arts, music, sport — a country with a lot of very positive aspects and success stories. So, I think in the coming years, as the country slowly recovers from the Brexit shock, we'll start, hopefully, to see the better sides of Britain again.

Business Spotlight 3/2021, pp. 12-23

COMMUNICATION

BUSINESS SKILLS

Emails

[10] Introduction (I) E

David Ingram: OK, now, it's time for our Business Skills section, in which we look at a tool that is essential for business communication — email. This is the subject of Deborah Capras's article in the latest issue of *Business Spotlight*.

Erin Perry: Yes, emails are a very popular, quick and often short means of communication — with colleagues, business partners or customers. But there's one important thing to remember: even the shortest emails should always be polite!

bat an eyelid

- ▶ mit der Wimper zucken

editor-in-chief

- ▶ Chefredakteur(in)

fancy: take sb.'s -

- ▶ jmdm. gefallen

fond: be - of sth.

- ▶ etw. mögen, gerne haben

greasy ▶ fettig, ölig

keep one's fingers crossed

- ▶ die Daumen drücken

Ingram: How true. So, let's get on and do some exercises now on the language of polite emails.

[11] Essential phrases for emails **M**

David Ingram: Let's practise some phrases that are useful in writing emails. I'll tell you what to say and give you some of the words you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

1. You want to say that you hope your colleague's week has started well.
 - Use "your week", "off" and "good start".
 - I hope your week's off to a good start.
2. Next one. You want to thank your colleague for their quick reply.
 - Use "get back" and "so quickly".
 - Thanks for getting back to me so quickly!
3. Next one. You want to offer to answer any questions that someone has.
 - Use "feel free" and "contact me".
 - Feel free to contact me with any questions.
4. OK, next one. You want to suggest a time for a call.
 - Use "let's", "schedule", "Wednesday" and "10 a.m.".
 - Let's schedule a call on Wednesday at 10 a.m.
5. OK, and the last one. You want to let your business partner know that you are pleased

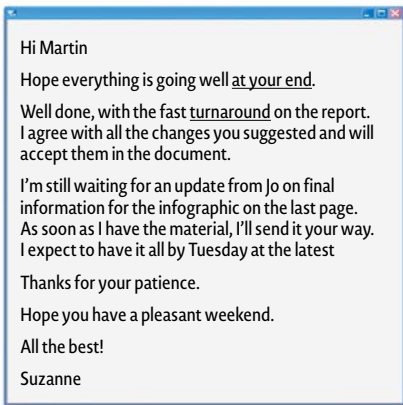
about the fact you'll be working together in future.

- Use "looking forward" and "working together".
- I'm looking forward to working together.

Ingram: Excellent. Well done!

[12] Exercise: A polite email **M**

David Ingram: In this exercise, you'll first hear what Suzanne wrote in an email to her colleague Martin. Then, we'll do an exercise in which we'll test you on some of the words in Suzanne's email. OK, first, listen very carefully to the text of the email.



at your end
➤ bei dir/euch/Ihnen

turnaround ➤ Umschwung;
hier: Bearbeitung

Ingram: OK, now, we'll give you two alternative words and then you'll hear one of the sentences of Suzanne's email again — this time, with a beep where one of the words belongs. In the pause, choose the right word to complete the sentence. Then, you'll hear the full sentence again. Repeat the sentence trying to copy Suzanne's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: "end" OR "side"

Email: Hope everything is going well at your [beep].

• Hope everything is going well at your end.

2. And here's the next pair of words to choose from: "turnaround" OR "turnover"

Email: Well done, with the fast [beep] on the report.

• Well done, with the fast turnaround on the report.

3. And another pair of words: "update" OR "upgrade"

Email: I'm still waiting for an [beep] from Jo.

• I'm still waiting for an update from Jo.

4. And the next pair of words to choose from: "route" OR "way"

Email: I'll send it your [beep].

• I'll send it your way.

5. OK, here's another pair of words: "patient" OR "patience"

Email: Thanks for your [beep].

• Thanks for your patience.

6. And one more pair of words to choose from: "pleasant" OR "pleasantry"

Email: Hope you have a [beep] weekend.

• Hope you have a pleasant weekend.

7. OK, here's the last pair of words: "best" OR "care"

Email: All the [beep]!

• All the best!

Ingram: Well done. Did you get all the words right? If not, go back and listen to the email again.

[13] Introduction (II) E

David Ingram: In addition to giving lots of useful phrases for polite emails, in her article in *Business Spotlight*, Deborah Capras also provides seven key tips for how you can write them well. Let's listen to these tips now.

[14] Tips for emails M Getting the tone right

Email rudeness among team members can take many forms. The direct kind might include passive-aggressive statements or sarcastic put-downs. The non-reply is an example of the more common, indirect kind of email rudeness. Both can trigger feelings of stress. Both lack empathy. And the worst kind could get you fired.

put-down *ifml.* • Herabsetzung
rudeness • Unhöflichkeit,
Grobheit

trigger *sth.*
• etw. hervorrufen

Fortunately, most of the time, you can safely assume that email rudeness isn't deliberate. At the same time, you should also assume that your emails could be taken the wrong way.

There are a few obvious reasons for this. Emails lack the warmth of the human voice that you get in a phone call. The non-verbal cues you would get in a face-to-face meeting or a video call are also missing. All the reader has to go on are your words. So, choose them carefully. Here, we present seven tips on how to make your emails more polite.

■ Open with a pleasantry

Even if you're emailing the same people back and forth on a regular basis, you can still include some pleasantries from time to time. You could ask "How's it going?", which would cover anything the reader might want to talk about. Another option would be to say that you hope someone is doing OK. During a crisis or in uncertain times, this might be your safest option.

■ Show recognition

Alternatively, if appropriate, you could open with some praise. Pay attention to how people communicate and adjust your language to match the tone and culture of your team or company. While "awesome" may feel over the top in one team, "nice" may come across as too weak in another. Make a note of the positive language that is frequently used and try to mirror it.

■ Keep to the facts

If an email is clearly rude, you should remain calm and keep to the facts in your reply. Remember, it's quite possible that the writer is frustrated about the fact that they are unable to move forward with their own work, and don't realize that they are being rude to you. Think about the reasons why you find the email rude, then avoid making the same mistakes in your own emails.

■ Be polite and helpful

When you need to ask for something, try a more polite structure. Use "Could you...?" or "Would you...?" instead of the imperative, or begin a request with "We'd appreciate...". If you notice that someone seems frustrated, try offering your support.

adjust sth. ➤ etw. anpassen

appreciate sth. ➤ etw. zu schätzen wissen, für etw. dankbar sein

appropriate
➤ angebracht, passend

assume sth. ➤ etw. annehmen, voraussetzen

awesome ifml. ➤ fantastisch

back and forth: email sb. ~
➤ mit jmdm. eine E-Mail nach der anderen austauschen

come across as...
➤ (als) ... wirken

cue ➤ Signal

deliberate ➤ beabsichtigt

face-to-face ➤ persönlich

go on: have sth. to ~
➤ hier: aus etw. Schlüsse ziehen (können)

over the top ifml.
➤ übertrieben

pleasantry
➤ höfliche Floskel

praise ➤ Lob

support
➤ Hilfe, Unterstützung

wrong way: take sth. the ~
➤ etw. in den falschen Hals kriegen

■ Keep it short, but upbeat!

Gretchen McCulloch, an internet linguist and author of the book *Because Internet*, recommends that if your responses are short, they shouldn't be too short. While an "OK" on its own can seem rude, she writes, an "OK, sounds good!" or "OK, great!" doesn't. Note the use of the exclamation mark at the end. McCulloch describes this usage as a kind of polite social smile. Include it to make your response more upbeat. Don't add too many exclamation marks, though, or it might make you appear juvenile.

■ Mix it up

If you feel downbeat after reading an email, maybe it's time to choose a different form of communication: pick up the phone or schedule a video call and clear up any problems in person. It's important to discuss your communication styles and agree on a code of conduct in the team.

■ Take a positive approach

It's all too easy to see rudeness in an email when it wasn't intended. The way you end your email reply will often influence how the person feels after reading it, so try to end on a positive note. That said, if you feel someone is using email to make a personal attack on you, that will require a very different approach. Forward such emails to your boss or personnel manager and include an explanation of the situation. There's no reason why you should have to put up with such rudeness.

Business Spotlight 3/2021, pp. 24–27

CAREERS

LEADERSHIP

Defining roles and responsibilities

[15] Introduction **E**

Erin Perry: OK, let's move on now to our Careers section and, in particular, to the topic of leadership. In the current issue of *Business Spotlight*, Bob Dignen looks at the importance for leaders of defining roles and responsibilities clearly. Here's Bob now to tell us more about this topic.

[16] Interview: Bob Dignen **A**

Erin Perry: Bob, why is it so important for leaders to define team roles and responsibilities clearly?

Bob Dignen: OK, well I think there are actually many different ways to answer that question and I'm just gonna do three. So, firstly, the sim-

approach

- Herangehensweise

code of conduct

- Verhaltenskodex

downbeat

- pessimistisch;
- hier: deprimiert

exclamation mark UK

- Ausrufezeichen

forward sth.

- etw. weiterleiten

gonna ifml. • going to

juvenile

- jugendlich; hier: kindisch

personnel manager

- Personalleiter(in)

positive note: end on a -

- mit einer positiven Bemerkung enden

put up with sth.

- etw. hinnehmen, sich etw. gefallen lassen

schedule sth.

- etw. anberaumen

that said

- nichtsdestotrotz

upbeat ifml.

- optimistisch, positiv

ple way. Obviously, for people to perform well, they have to understand what they have to do, to have clear tasks, clear expectations, clear in-terfaces with other people in the team and that is a kind of a platform for success. And I guess for many people, that's the common sense answer that clear roles brings clear performance brings clear success. I mean, another, slightly more complex way to answer the question would be, we gotta define what “define roles” actually means. Because “define” for many professionals today actually means not putting people into strict boxes, because we need to leave room for people to innovate, to be flexible to changing demands, to get creative. So, in some senses, “define” means kind of defining a core, but also expectations about options and areas where people can play if they want, if it's kind of needed, which may sound a bit fuzzy, but it's a kind of definition quite familiar to concepts such as “agile” or when we think about empowering people, giving them space to perform, or “lean organization”. But, of course, the key thing here is, if you build in “fuzziness”, it needs to be done explicitly, and you need engagement from people that this is how they want to lead their professional lives. The third answer to the question, which is perhaps even more complex — and the more fundamental one — is for a leader defining their own role. Because I think, looking at leaders today, I think they need to be asking themselves

at all times, what's the best use of my time? And, curiously, I think as you get more senior as a leader, the answer changes, which adds kind of more complexity. Early in your career, I think your role is very much around delivering high quality, often as a subject-matter expert. Mid-career, your role gets redefined: you need to focus on leading other leaders. Once you hit mid-40s and 50s, your role may redefine again to focus on developing organizational strategy and future business models. So, you know, it's a simple question but it's complex because this defining of role, it's almost a never-ending story.

Perry: What are the main challenges for leaders in defining roles and how can they be overcome?

Dignen: Maybe one of the biggest challenges in defining roles is actually overcoming the assumption that defining a role does not need attention. You know, a lot of people think, you know, we have business cards, we have job titles, we have job descriptions. So, is it really necessary to engage in a pointless conversation about

agile ▶ agil, flexibel

assumption ▶ Annahme

core ▶ Kern; hier: Kernrolle

empower sb.

▶ jmdn. befähigen,
jmdn. Befugnisse übertragen

engage in sth.

▶ sich (intensiv) mit etw.
beschäftigen

fuzzy ▶ schwammig

gotta ifml. ▶ got to

interface ▶ Schnittstelle

lean ▶ schlank;

hier auch: straff

mid-career ▶ in der Mitte

der beruflichen Laufbahn

pointless ▶ sinnlos

senior ▶ ranghoch

who does what? And, of course, it is because we live in a very dynamic environment, roles in different places often have different flavours, and I think many leaders particularly often underestimate the need to talk about roles and responsibilities, almost on a semi-regular basis. I think the second challenge is also psychological in a way, too, in that people often have very strong underlying preferences about the type of work that they like to do. Some are structured, some are flexible. So, it's important for leaders that they understand the psychology of their team members when carving a specific role and really making sure that the team member has the flexibility to adapt if adaptation is needed, you know. And many people, of course, aren't comfortable adapting to a kind of role that they don't prefer. They get frustrated quickly, and then the leader gets blamed. So, again, I think asking yourself as a leader, do I spend enough time discussing with my team members what their role is, are they comfortable, are they motivated in their role, and maybe what support that they need to perform their role to the max. And maybe the final dimension of this, and it's a dimension that few organizations really consider, it's about aligning remuneration to job design. I mean, it's relatively easy to incentivize and reward individual work. I think it's much more difficult when it comes to collaborative work because it's, of course it's more difficult to say,

you know, who has the hardest job in the team, who's doing the most valuable job, who works the hardest when you've got two or three or four or five people working together. And I think getting the right solution here, that's very, very tough and not many organizations I see get it right, and it can easily undermine team cohesion and, in the end, cause leadership problems.

Perry: Thanks very much, Bob. We look forward to hearing from you again next time.

Dignen: Thank you.

Business Spotlight 3/2021, pp. 34-37

CAREER COACH

Selling your successes

[17] Introduction E

David Ingram: For our second Careers item, we hear from our career coach, Bo Graesborg. In his last column, Bo asked why all your fantastic achievements at work may not be getting the recognition that you think they deserve. This time, he provides tips for how you can sell your successes. The column is read by the author himself.

align sth. to sth.

► etw. auf etw. abstimmen

carve a role ► eine Rolle schmieden, herausarbeiten

cohesion ► Zusammenhalt

collaborative

► hier: teamorientiert

incentivize sth. ► für etw. einen Anreiz schaffen

look forward to sth.

► sich auf etw. freuen

remuneration ► Vergütung

undermine sth.

► etw. beeinträchtigen

[18] Column: Bo Graesborg **M**

In my last column, I discussed the lamentable fact that your results at work, as great as they may be, won't always speak for themselves. So, let's look at how you can help them along.

I had a colleague once — let's call him Alan — who was unable to open his mouth without expanding on the greatness of his achievements. Organizing telephone calls with colleagues in other countries became “reshaping international collaboration”. The spreadsheet used to track his results became a “state-of-the-art monitoring tool”. And, although Alan had only one intern working for him, he always spoke about his “department”. All this was said without a hint of irony. The shameless audacity of his self-promotion left everybody speechless.

This is definitely not what I mean when I say that you need to get your results noticed. For all the reluctant fascination Alan inspired in me and others in the company, he oversold his achievements.

A better way to make people listen is by responding to their questions. Your manager doesn't need you randomly listing your accomplishments whenever they see you. However, when they ask, they will expect you to present the relevant facts clearly and calmly.

You can also encourage them to ask questions with the help of a simple method. This will also allow you to channel your inner Alan and let loose

a little about the wonders of what you can do — but without the drawbacks described above.

Instead of talking about what you have done, talk about what you are going to do. In other words, make a promise. Taking responsibility for future events sets up an opportunity to talk again when the promise is fulfilled. For example, your boss may follow up with a question two weeks later (“By the way, how are things going with that China project you are working on?”).

If you think this is too high-octane and too much like hard work, there is a beautifully elegant alternative. And that is not to speak about your results at all, but to have others do it for you. To engineer such a scenario, you just need

accomplishment

► Leistung, Erfolg

audacity ► Kühnheit;

hier: Dreistigkeit

channel sth.

► etw. kanalisieren, lenken

drawback

► Kehrseite;

hier: negativer Aspekt

engineer sth.

► etw. in die Wege leiten

expand on sth.

► etw. weiter ausführen

follow up with sth.

► mit etw. nachhaken

high-octane

► mit hohem Oktangehalt;

hier: dynamisch, aktiv

hint ► Hinweis, Spur

intern ► Praktikant(in)

lamentable ► bedauerlich

let loose about sth. ifml.

► sich über etw. auslassen

monitoring tool

► Kontrollinstrument

oversell sth.

► etw. zu sehr anpreisen

randomly

► zufällig; hier: ungefragt

reluctant ► widerstrebend

spreadsheet ► Tabelle

state-of-the-art

► hochmodern, nach dem

neuesten Stand der Technik

track sth.

► etw. (nach)verfolgen

to be consistently kind, competent, generous, helpful, attentive, modest and caring — in other words, it's not much work at all.

Business Spotlight 3/2021, p. 38

LANGUAGE

SKILL UP!

Talking about climate change

[19] Exercise: Idioms (I) M

Erin Perry: OK, let's "skill up" on our language now with some idioms relating to climate change. First, listen to a dialogue between Rania and Mark. The language they use is simple.

Rania: The UK government wants us to be more environmentally friendly — and is finally stopping the use of gas boilers.

Mark: But the alternatives are so expensive.

Rania: True, but not taking action will only lead to climate change that is impossible to stop.

Mark: Do you seriously believe a new boiler will help us remove as much CO₂ from the atmosphere as we produce?

Perry: Now, you'll hear the same dialogue again, but this time, Rania and Mark use more idiomatic language. Listen out for the idioms.

Rania: The UK government wants us to go green — and is finally calling time on gas boilers.

Mark: But the alternatives cost an arm and a leg.

Rania: True, but not taking action will only lead to runaway climate change.

Mark: Do you seriously believe a new boiler will put us on track to reaching net zero?

Perry: Now, it's your turn to form the idioms you've just heard. You'll hear a description of a situation and the beginning of an idiom with two suggestions, **a)** and **b)**, for how to complete it. In the pause, choose the correct option. OK? Here's the first one.

1. If you become more aware of the environment with regard to your activities and the products you use, you...

a) go for the environment.

b) go green.

• **b)** is right. If you "go green", you become more conscious of environmental matters. Next one.

2. Something that is very expensive costs you...

a) all the money in the world.

b) an arm and a leg.

• **b)** is right. Something that "costs you an arm and a leg" is very expensive. Next one.

consistently
• gleichbleibend

modest • bescheiden,
zurückhaltend

3. If something helps you to achieve your objective, it...
- puts you on track.
 - shows you the tracks.
 - a) is right. If something “puts you on track”, it helps to achieve your objective. Next one.
4. If you decide to end something, you...
- ring the bell on it.
 - call time on it.
 - b) is right. If you decide that something has to come to an end, you “call time on it”. Next one.
5. If you reach the point where you are absorbing as much carbon from the atmosphere as you are producing, you...
- reach net zero.
 - reach zero carbon.
 - a) is right. If you “reach net zero”, you achieve a state of carbon neutrality, meaning that you’re absorbing as much carbon from the atmosphere as you’re producing. Next one.
6. Climate change that is happening so fast that it is impossible to stop is known as...
- runaway climate change.
 - racing climate change.
 - a) is right. “Runaway climate change” is change that is happening so fast that it is impossible to stop.

Perry: Well done. Did you get all those idioms right? If not, go back and try the exercise again.

[20] Exercise: Idioms (II) **M**

Erin Perry: In this exercise, you can practise the idioms in the previous exercise again. You’ll hear the sentences that Rania and Mark said using an idiom. In the pause, rephrase what they said in simpler words. Then, you’ll hear the simpler version again for you to repeat. Don’t worry if your simpler sentence is slightly different to ours. OK, here’s the first one.

Rania: The UK government wants us to go green.

- The UK government wants us to be more environmentally friendly.

Rania: They are finally calling time on gas boilers.

- They are finally stopping the use of gas boilers.

Mark: But the alternatives cost an arm and a leg.

- But the alternatives are so expensive.

Rania: Not taking action will only lead to runaway climate change.

- Not taking action will only lead to climate change that is impossible to stop.

Mark: Do you seriously believe a new boiler will put us on track to reaching net zero?

- Do you seriously believe a new boiler will help us remove as much CO₂ from the atmosphere as we produce?

achieve sth. ➔ etw. erreichen

carbon ➔ Kohlenstoff;

hier: Kohlendioxid; CO₂

objective

➔ Ziel(setzung)

Perry: Well done. If you found it difficult to convert those idioms into simpler language, listen to the dialogues in the previous track once more and do the exercise again.

[21] Exercise: False friends **M**

David Ingram: Let's continue "skilling up" on our vocabulary by looking at a false friend. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause confusion and misunderstanding. In this exercise, we'd like you to translate a German word and sentence into English, being careful to avoid the false friend. Let's begin.

Ingram: Our word refers to something that you need to do with the battery when your electric car has run out of electrical energy. Please translate this word.

German: *laden*

English: charge

Ingram: Don't say "load" here. "Load" is indeed one translation of *laden*, but in a different context, for example when you put — or load — things into the boot of your car. In the context of electricity, *laden* is translated as "charge". Now, translate this sentence, please.

German: *Wissen Sie, wo ich mein Auto laden kann?*

English: Do you know where I can charge my car?

Ingram: Well done. If you found this translation exercise difficult, try it again.

[22] Exercise: Don't confuse **M**

David Ingram: In the previous track, we learned that the English translation of the German verb *laden* can be either "charge" or "load". Let's practise these two words now. First, you'll hear a description of a situation and then a sentence with a beep. In the pause, decide whether you need "charge" or "load" instead of the beep and say the sentence with the right word in the correct form. Then you'll hear the right sentence again. Ready?

1. Only 100 kilos are allowed. So, don't [beep] too many boxes in the van.

► Only 100 kilos are allowed. So, don't load too many boxes in the van.

OK. Next sentence.

2. People will only buy more electric cars if they can [beep] them near their homes.

► People will only buy more electric cars if they can charge them near their homes.

OK, now listen carefully because there are two beeps in our third and final sentence.

3. We can't leave for the trade fair yet. I've [beep] all the brochures into the boot but I'm still [beep] the car.

boot UK ► Kofferraum

run out of sth.

► etw. nicht mehr haben

trade fair

► (Fach-, Handels-)Messe

van ► Lieferwagen

- We can't leave for the trade fair yet. I've loaded all the brochures into the boot but I'm still charging the car.

Ingram: Did you choose the right words to complete the sentences? If not, go back and try this exercise again.

[23] Dialogue and exercise:

Collocations **M**

Erin Perry: For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to this short dialogue now, focusing on the collocations with the term "carbon". We'll then do an exercise on them.

Zoe: Our goal is to reduce carbon emissions by half by 2050.

Jules: No earlier? Even Japan has promised carbon neutrality by the same year. Are we going to be paying a carbon tax until 2050?

Zoe: Quite honestly, I can't see our carbon footprint changing much before then.

Perry: OK, in this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using the collocation from the dialogue with the term "carbon". Then you'll hear the whole sentence again. OK, here's the first sentence.

1. If there is a balance between the amount of carbon emitted and the amount of carbon

removed from the atmosphere, there is...

- **carbon neutrality.** If there is a balance between the amount of carbon emitted and the amount of carbon removed from the atmosphere, there is carbon neutrality.

Next one.

2. The gases that are produced by the combustion of carbon and released into the atmosphere are known as...

- **carbon emissions.** The gases that are produced by the combustion of carbon and released into the atmosphere are known as carbon emissions.

Next one.

3. A fee imposed by the government on carbon emissions is a...

- **carbon tax.** A fee imposed by the government on carbon emissions is a carbon tax.

OK, last one.

4. The total amount of carbon emissions produced by a person through all their activities is their...

- **carbon footprint.** The total amount of carbon emissions produced by a person through all their activities is their carbon footprint.

carbon ➤ Kohlenstoff;

hier: Kohlendioxid, CO₂

combustion ➤ Verbrennung

emissions

➤ Ausstoß, Emissionen

emit sth. ➤ etw. ausstoßen

fee ➤ Gebühr, Abgabe

footprint ➤ Fußabdruck;

hier auch: Bilanz

impose sth.

➤ etw. auferlegen

release sth. ➤ etw. freisetzen

Perry: Well done. If you didn't get those colloquations right, listen to the dialogue again and then try the exercise once more.

Business Spotlight 3/2021, pp. 42–43

TALKING FINANCE

Music rights

[24] Introduction **E**

Erin Perry: Welcome now to our Talking Finance section, in which *Business Spotlight* editor-in-chief Ian McMaster talks about a topical financial subject.

David Ingram: Yes, and this time, Ian's topic is one dear to both our hearts, Erin, given our musical backgrounds. It's the issue of musicians selling the rights to their songs.

Perry: Very interesting indeed, David! Let's hear what Ian has to say about this.

[25] Interview: Ian McMaster **A**

What we've seen in recent months is a very interesting phenomenon in the music industry. The industry, of course, has been affected very badly by Covid-19. There are no big concerts, but, on the other hand, there's been a boom in streaming. And the trend we've seen is this, from people such as Neil Young, Shakira, Mick Fleetwood, Take That, Blondie, The Killers and others is: these are people who have sold, or considered selling, part or all of their rights to the music that they have written, the songs that

they have written. And, of course, the one big case here, the biggest case of all, was Bob Dylan, who sold his 600-song catalogue, including songs such as "Like a Rolling Stone" or "Blowin' in the Wind" for in excess of \$300 million — that's well over €200 million — to Universal Music. This has been described as the most significant music publishing agreement this century, one of the most important of all time. And the question is, why are all these musicians, these artists, now suddenly selling the rights to their songs?

One reason is undoubtedly that this is a good time to sell. They are deciding to take a one-off payment — very large one-off payments as we see in Dylan's case, or Neil Young — instead of taking the annual royalties that they would receive each year for their songs being used on the radio, being downloaded, used in films, etc. And typically, these artists get paid something like 15 times the annual value of their royalties in this one-off sum. But this sum of money can be worth even more to them because they, in America, they pay a lower rate of tax on the money they get from selling their rights than they do in income tax on the royalties each year. So, from a tax point of view, this can be a very

affect sb.

• sich auf jmdn. auswirken

annual ► jährlich, Jahres-

in excess of... ► mehr als ...

industry ► hier: Branche

one-off UK ► Einmal-

royalty

► Lizenzgebühr, Tantieme

efficient way of transferring income streams in the future into a large sum of money now.

Some people, of course, question the artistic integrity of somebody like Bob Dylan suddenly selling all his music. And a number of these artists do have restrictions on the possible uses of their music in the future. So, it is unlikely that you will hear “The Times They Are a-Changin’” being played while you’re at the checkout of your local supermarket.

Business Spotlight 3/2021, p. 44

SHORT STORY

[26] Introduction **E**

David Ingram: Now, it’s time for our latest short story by James Schofield. This time, it’s about someone who goes to a school reunion in the UK and is interested to see how much everyone has changed since they were at school together.

Erin Perry: OK, sounds intriguing. Let’s listen in.

[27] Reunion **M**

Remind me: why are you going to this school reunion?” Thomas’s wife asked as he carried his suitcase downstairs. “You hated Overbury. You told me you were always getting into trouble there.”

“I didn’t hate it,” Thomas answered. “I just found it stuffy. But what with Brexit and everything, this might be my last chance to go. I want to see what’s happened to everyone and how they’ve changed.”

“People don’t change as they get older. They just get weirder,” she said.

Thomas was heading back to Overbury for the first time. It was one of those schools the English like to call “public”, though they are, in fact, expensively private. As the plane from Rome landed at Heathrow, he remembered the feeling of dread he’d always had when his parents sent him there each term, and this feeling grew as he drove from London to Overbury. Interesting, he thought. That hadn’t changed then.

It was about six o’clock in the evening when he parked outside the main gates of the school, which looked something like a French chateau. It had been built in the 19th century and, for 100 years, it had churned out colonial administrators. When the British Empire faded, it produced members of the establishment instead: judges, generals and members of parliament.

“But not me,” thought Thomas as he went looking for the old assembly room, where they were supposed to meet. “The head of a language school is not part of the establishment.”

assembly room UK

• Versammlungsraum, Aula

chateau ▶ Schloss

checkout ▶ Kasse

churn out... ▶ ...in großer

Zahl hervorbringen

dread ▶ Grauen

fade ▶ verblasen;

hier: sich auflösen

school reunion ▶ hier:

(Schul-)jahrgangstreffen

stuffy ▶ spießig

term ▶ Trimester

weird ifml. ▶ seltsam

Not that he was complaining. After university, he'd worked as a teacher in London, but the language school he now ran was in the centre of Rome. Every day, as he drank his coffee with the morning sun on his face, he thought how lucky he was. He never regretted exchanging the smelly London Underground, with its grey, depressed commuters, for the little bar he now visited on his way to work, surrounded by elegant Romans.

He found the assembly room, and it gradually filled with other men of his age. At first, everybody was a little shy, but as the food and wine took effect, conversations started, old stories were retold and laughter spread. Thomas found some of his contemporaries and saw his wife had been right. The same people he liked as a boy, he liked as an adult. Those he had disliked then were even worse now.

They all listened politely as the present headmaster told them about a new computer centre and sports hall and asked whether they would consider giving money to the school development fund. Then, gradually, they said their goodbyes, promising to stay in touch and sometimes even meaning it.

After he left the room, Thomas wandered alone through the corridors and courtyards, remembering. It was a strange custom of the English, he thought, sending their children to boarding school. He'd never wanted to send his

children away — not that they could ever have afforded it. He paused for a moment outside the Reading Room. It had been a large, comfortable room in his time, filled with leather chairs and sofas, where the daily papers were laid out on tables, like a gentlemen's club in London. Preparing us for our future, Thomas thought. All part of the plan.

Inside, it hadn't changed. The same smell, and the walls covered in boards with the names of the dead from two world wars. The list after list of lives destroyed.

"Excellent men, weren't they, Tom?" said a voice, making him jump. Sitting in the dark behind him was a shape.

"Hello," he said uncertainly. "Who's that?"

A man stood up with difficulty. "Christopher Sharp. Remember me?"

Oh, yes, thought Thomas. I remember you.

Christopher had not been popular. The lonely son of an army officer, he'd seemed rigid and old-fashioned, even at a school like Overbury.

boarding school

► Internat

commuter

► Pendler(in)

contemporary

► Zeitgenosse/-genossin; hier: Klassen-, Jahrgangskamerad(in)

courtyard ► (Innen-)Hof

custom

► Brauch, Sitte

fund ► Fonds

headmaster UK

► Schuldirektor(in)

make sb. jump

► jmdn. zusammenzucken lassen

rigid ► steif

smelly ► stinkend

stay in touch

► in Kontakt bleiben

He'd gone into the army and then politics — as a Conservative MP, naturally. Over the past few years, he'd made a name for himself as a vehement Brexiter.

“I always come in here when I visit,” Christopher continued, “to honour them.”

Thomas saw that the man was drunk and groaned inwardly. He didn't want to stand in the dark talking to a sentimental drunk.

“Really? Well, Chris, nice to see you, but I really have to go.”

“Their sacrifice wasn't in vain. I have kept my promise.”

“Promise?”

“To get England out of Europe, of course.”

“What do you mean?”

“Europe was poisoning us, Tom — making us weak, comfortable ... vegetarian. But in a few years' time, when we've had a bit of austerity, we'll stand up straight again.”

For a moment, Thomas thought of walking away; arguing with a drunk was senseless. But then he was flooded with anger at the stupidity of what Christopher had said. He'd also sensed it a couple of times that evening when he told people what he did and where he lived, but now he was confronted with the full idiocy of English nostalgia for the empire.

“Is that the message you take from these names?” Thomas asked, pointing at the boards. “And all the French, German and Italian ones,

too? All those lives un-lived? Don't you think they'd have given anything to have had the chances we've had? In a peaceful Europe?”

“Ah, you're one of those European surrender monkeys. Well...”

Then Thomas punched him.

The fight didn't last long, but they made a lot of noise and had to be separated by the headmaster and one of the teachers. At first, Christopher wanted to call the police, but the headmaster said the scandal would not be good for anybody, and the episode was closed.

Thomas flew back to Rome the next day.

“Wow,” said his wife when she saw his black eye, “that was some reunion! Will you go again?”

“No,” he answered. “It's like you said: the people haven't changed — they've just got weirder.”

Business Spotlight 3/2021, pp. 46-47

austerity

• Entbehrung(en)

black eye

• blaues Auge

Brexiter

• Brexit-Befürworter(in)

groan

• stöhnen

idiocy

• Idiotie, Schwachsinn

inwardly

• innerlich

make a name for oneself as...

• sich einen Ruf als ... erwerben

MP (member of parliament)

• Abgeordnete(r)

punch sb.

• jmdm. einen Fausthieb versetzen

some: that was ~ ...

• hier: das war ja eine(r) tolle(r) ...

surrender monkey ifml.

• etwa: Schwächling, der sich unterwirft

AND FINALLY ONE QUESTION

[28] Introduction E

David Ingram: And finally, we come to our One Question section in which we ask you to identify our mystery person. Listen now to our clues.

[29] Who am I? M

- I eat only seven meals a week.
- Saunas and ice baths keep me energized.
- As a child, I liked to listen to police scanners, which gave me the idea for my future business.
- At 15 years of age, I wrote a dispatch program, which some taxis still use.
- Photos of me with blue hair in my early years show my love of punk music. Even in middle age, I say that I am still punk.
- A former classmate said that I was one of the “more popular unpopular” kids in our high school.
- Described by *The New Yorker* as “scruffily handsome,” I did some modeling in my youth.
- I took some fashion design classes, but threw out my sketches in the end.
- I also studied botanical illustration.
- Like many tech bros, I left college, in my case, with only one semester to go.
- At the age of 30, I removed my nose ring so I would be taken seriously, only to stick it back in at 41.

- Walking five miles to work each day clears my head, but sometimes, I take the bus instead.
- Being the CEO of two companies can be stressful.
- My salary in 2019 was \$1.40 for the one job and \$3 for the other.
- Yoga and meditation help me manage the stress.
- I am a licensed masseur (in case the CEO thing didn’t work out).
- I am a minimalist, which makes being a billionaire awkward sometimes.
- The large amount of free time I require got me fired from my current job. They hired me back.
- *Forbes* named me the world’s most eligible bachelor in 2013.
- I drive only BMWs because they are the best engineered cars in the world.
- My “quarantine beard” hasn’t gone down well with everybody.

awkward ➤ peinlich

billionaire ➤ Milliardär(in)

bro US ifml.

➤ Bruder, Kumpel

CEO (chief executive officer) ➤ Firmenchef(in)

classmate

➤ Klassenkamerad(in)

dispatch ➤ Versand;

hier: Beförderungsablauf

eligible bachelor

➤ begehrtcr Junggeselle

go down well with sb.

➤ bei jmdm. gut ankommen

handsome

➤ gut aussehend, attraktiv

police scanners

➤ Polizeifunk

scruffily

➤ (etwas) schlampig

- I tweeted my heart rate as I was grilled in a U.S. congressional hearing.
- In spring 2020, I donated 28 percent of my wealth to help fight Covid-19.
- From my Twitter address, @Jack, I sent the first tweet ever, on March 21, 2006: “Just setting up my twttr.”
- So, who am I?

David Ingram: So, do you know who our mystery person is? If you want to find out, go to our website at www.business-spotlight.de/who0321, where you'll find the answer.

Business Spotlight 3/2021, p. 50

CONCLUSION

[30] For more information **E**

David Ingram: Well, we've come to the end of *Business Spotlight Audio* 3/2021. We hope you've enjoyed it and have found our exercises helpful.

Erin Perry: We offer *Business Spotlight Audio* both as a CD and a subscription download. For more information, and to find out about our range of products, visit our website at www.business-spotlight.de

Ingram: So, until next time, this is David Ingram.

Perry: And Erin Perry...

Ingram: Wishing you success with your business English.

donate sth. ▶ etw. spenden
grill sb. ▶ jmdn. in die Mangel nehmen

heart rate ▶ Herzfrequenz, Puls
wealth ▶ hier: Vermögen

IMPRESSUM

Chefredakteur:

Dr. Ian McMaster

Geschäftsführende Redakteurin

(CvD): Maja Sirola

Audioredaktion:

Dr. Ian McMaster (verantwortl.),

Hildegard Rudolph (frei)

Gestaltung: Georg Lechner

Fachredaktion:

Hildegard Rudolph (frei),

Michele Tilgner (frei)

Produktion: Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Leitung Anzeigen

und Kooperationen:

Jessica Sonnenberg

Druck und Vervielfältigung:

optimal media GmbH,

D-17207 Röbel/Müritz

Verlag und Redaktion

Spotlight Verlag GmbH

Kistlerhofstr. 172,

81379 München

Tel. (089) 8 56 81-0

www.business-spotlight.de

Kundenservice:

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SPRECHER:

David Ingram (UK): Anmoderation

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Tania Higgins (UK): Names and News, Business Skills, Skill Up!

Ian McMaster (UK): Head-to-Head, Britain Today, Talking Finance, One Question

Maja Sirola (CRO): Britain Today

Ken Taylor (UK): Short Story

Produktion und Ton: Karl Braun

Tonstudio: Cebra Studio, 82194 Gröbenzell



Einzelverkaufspreis:

Deutschland € 12,90

Geschäftsführer:

Malgorzata Schweizer

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

Der Spotlight Verlag ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH & Co. KG